

MIDCAREER COURSE

NO. 37

OPENING DAY

DCI Conference Room

PHASE I

THE MANAGERIAL GRID



25X1A

PHASE II

THE AGENCY



25X1A

Opening Day 22 August 1973
Phase I 26-31 August 1973
Phase II 4-14- September 1973

MIDCAREER COURSE

NO. 37

25X1A

CHAIRMAN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

CO-CHAIRMAN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

TRAINING ASSISTANT:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

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FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field, as well as to introduce them to some management concepts.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, and on major developments and trends in World Affairs impinging on intelligence.

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MID-CARRIER COURSE OBJECTIVES

- { } *
1. To inculcate pride in the professionalism of the Agency and its work.
 2. To widen perspectives beyond one's own job and experience.
 3. To create team spirit through greater knowledge of the missions, functions, personnel and problems in other offices.
 4. To provide greater knowledge of other Community agencies.
 5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.
 6. To provide new insights into managerial styles and problems.
 7. To remotivate mid-grade officers for taking on new responsibilities.

WEDNESDAY, 22 August 1973
(DCI Conference Room, 7E-20
7D-64)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1415 Introduction to the Course

25X1A

[REDACTED]
Chairman
Midcareer Course
SIWA/OTR

25X1A

[REDACTED]
Co-Chairman,
Midcareer Course
SIWA/OTR

25X1A

[REDACTED]
Instructor,
Management
Training Faculty

1500 Welcoming Address

[REDACTED]
William F. Colby
Lt Gen. Vernon Walters,
Deputy Director of Central Intelligence

1530 Special Clearance Briefings

25X1A

[REDACTED]
Security Officer,
OTR

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PHASE I THE MANAGERIAL GRID

More than a thousand Midcareerists have started their course with the Managerial Grid and the overwhelming majority has found it useful as a complete change of pace, an icebreaker, and an eye opener to a variety of managerial styles. Most of these will be recognizable to you among those used by your colleagues; by the end of the week you may find you view your own style in a different way. The week is intensive with a large amount of active participation on your part. Our advice is "contribute and profit."

Sunday, 26 August 1973

1445 Arrival [REDACTED] 25X1A

1515 Welcome to [REDACTED] and Security Briefing (Please convene in Classroom 11 -- CR-11)

25X1A

1600 Open House

1700 Dinner

1830 Grid Work

DESY1A

**Instructors,
Management
Training Faculty**

Monday, 27 August through Thursday, 30 August 1973

0800-2200 Grid Activities (Finishing times each evening depend on the individual teams. A detailed schedule for the week will be posted in CR-11.)

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Friday, 31 August 1973

0800-1200 Grid Work
1200 Lunch
1300-1430 Complete Grid Work
1430 Briefing for Phase II
1500 ETD for Drivers and Passengers

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TUESDAY, 4 September 1973

25X1A

PHASE II--THE AGENCY

We now move into Phase Two--an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Since most of you have spent the first one-half of your careers in one Directorate, some in one office or division, and even a few in one branch, our intent in this phase is to open the Agency to your view and inspection, to broaden your perspectives of the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0700-1000 Travel [REDACTED]

25X1A
25X1A

1015-1045 Course Administration--Convene in Classroom 11 (CR-11) Staff

Your predecessors in this course frequently have said that one of the greatest benefits of the course is the interaction among the class members, and so first, we introduce ourselves.....

1100-1200 Introductions

25X1A

Lunch [REDACTED] operating
hours 1130-1245)

1300-1400 Introductions--continued

Block I--Overview

The first block of this Phase presents an overview of the Agency and sets the stage for much of what is to follow. You will gain insights into high level managerial issues which face the Agency and the intelligence community, and discover current planning and budgetary management practices and problems. You should also gain an appreciation for the state of Agency relations with Congress as well as some insights into personnel, security, and medical policies. Most important, however, you will have an opportunity to talk informally with the speakers about broad issues before getting into the functional "nuts and bolts" of Agency operations.

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TUESDAY, 4 September 1973

25X1A

1415-1545 "The Agency and the Intelligence Community -- Developments and Problems"

Charles Briggs
Director of Planning,
Programming, and
Budgeting

To open this portion of the course, we have a man who from his position knows more about the problems we face and where we are headed than most. He will bring us up to date on the latest organizational changes and management concepts from both the perspective of the Agency and IC Staff as well as describe how the IRAC works. He will also discuss budget management problems and trends in resources allocation.

1600-1700 "The Agency's Relations with Congress"

John Maury
Legislative Counsel

In the long continuing struggle between the executive and legislative branches of our government, the Agency sits in an unusual, if not unique position. As counselor to three Directors, our speaker will review congressional relations, describe the mechanisms responsible for supervision and share his impressions of the atmosphere in Congress toward the Agency in this time of change.

Dinner (Normal mess operating hours 1700-1845)

1900-2100 Evening Session - [REDACTED]

25X1A

During this informal session, you will have an opportunity to ask questions of today's guest speakers.

Charles Briggs
John Maury

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WEDNESDAY, 5 September 1973

25X1A

0800-0900 Discussion

Class and Staff

0910-0940 Individual Presentation

0945-1115 "Personnel Management and
Problems"

John Blake
Director of Personnel

The new Director of Personnel will tell us how we stand since the reductions and offer his views on what the future holds. He will cover other facets of personnel management such as recruiting, career development, personnel actions, fitness reports, minority problems, career services, upward mobility and interdirectorate and office assignments.

1130-1230 "Security in the Agency Today"

Howard Osborn
Director of Security

Maintaining the propriety of classified information at Headquarters and overseas is becoming increasingly complex. Here in the US, leaks to the press, bomb threats, increased drug incidence among young people, and political radicalism, all affect Agency security. Overseas security is being challenged by a more sophisticated opposition. The Director of the Office of Security will discuss the impact of such developments on personnel, technical, and physical security requirements.

Lunch

25X1A

Dep. Dir.

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WEDNESDAY, 5 September 1973

25X1A

25X1A 1315-1515 "The Agency's Medical Services"

Dr. John Tietjen
Director of Medical
Services

25X1A

Besides that complete physical you had when you EOD'd, the medics do a lot more. There are psychiatrists and psychologists you or your family may consult. They also do intelligence research on operational targets [REDACTED]. The Operations Division handles field cases and provides medical support on a world-wide basis.

Chief, Psychological
Services Staff
[REDACTED]

ILLEGIB

Psychiatric Staff
[REDACTED]

25X1A

Deputy Chief,
Operations Division

1530-1630 Individual Presentations
1630-1800 Harry Hare - [REDACTED]
Social Hour and Dinner

ILLEGIB

Free Evening

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THURSDAY, 6 September 1973

25X1A

0800-0900 Discussion

Class and Staff

0910-0940 Individual Presentation

Block II -- Collection and Processing

Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with a look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We then move to the area of human collection for which the Agency has a unique responsibility. We will see how technical and human intelligence interact and complement each other. The role requirements play in the collection will also be described.

0945-1115 "The Office of Development and Engineering (Arena A)

Dep. Director of Development and Engineering

25X1A

The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.

1130-1200 Individual Presentation

Lunch

1330-1500 "ELINT Activities"

James Hirsch
Director of ELINT

What is ELINT? A conducted tour around the world of US ELINT facilities, including those of our close allies, will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.

THURSDAY, 6 September 1973

25X1A

1710
1515-1645

"Developments in Photographic
Intelligence" AGENC "B"

We present NPIC early in the program because PI is new to many of you and is a major category of intelligence today. While predominantly a processor, it is closely involved with developers, collectors, and producers, providing a mass of critical information for use in the finished intelligence product and in the decision-making process. We will hear the PI story from requirement to report.

John Hicks
Director, National
Photographic
Interpretation
Center

Dinner

1900-2100 "Technology and Intelligence"
CR-II

The Deputy Director for Science and Technology will pull it all together, focusing on the whole of his Directorate's mission and organization. He will discuss the contribution science and technology has made to intelligence and the probable impact of future technological developments on the Agency's work.

Ass't Don STEININGER
Carl Duckett
Deputy Director
for Science and
Technology

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FRIDAY, 7 September 1973

25X1A

0800-0900 Discussion

Class and Staff

0910-0940 Individual Presentation

0945-1045 "The Agency's Research and Development Program"

Sayre Stevens
Director of Research
and Development

This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.

1100



Lunch

1300-1445 Individual Presentations

1500 ETD

SUNDAY, 9 September 1973

[REDACTED] 25X1A

1200-1930

Arrive at [REDACTED]

25X1A

25X1A 1630-1730

[REDACTED] open for Dinner

1730

[REDACTED] pen

1930-2030

Individual Presentations

25X1A

2045

"Overview of the Directorate
of Operations"

[REDACTED]
Chief, Plans Staff

~~We turn now to the Directorate of Operations and the vital and integral role clandestine collection plays in the intelligence process. This presentation will consist of a broad overview of the DDO, preliminary to a more detailed examination. Among the topics and issues to be explored are the recent organizational changes, the rationale behind these changes, current and future emphases in clandestine collection, and finally, the long-term outlook for the operations directorate~~

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Next 2 Page(s) In Document Exempt

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TUESDAY, 11 September 1973

[REDACTED]

25X1A

1515-1545 Individual Presentation

Dinner

1900-2115 Evening Session [REDACTED]

25X1A

Individual Presentations

[REDACTED]

25X1A

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WEDNESDAY, 12 September 1973

25X1A

0800-0900 Discussion Class and Staff

0910-0940 Individual Presentation [REDACTED]

0945-1045 "Processing Intelligence: The Role of Central Reference Service" [REDACTED] Dep Director, Central Reference Service

25X1A

The Central Reference Service provides a set of utilities in support of intelligence production and operations. Our speaker will discuss information flows into the Agency, the change in the flows over time, processing of the information for future retrieval, efforts to improve the system and your abilities to use or modify the CRS service.

1100-1200 "Developments in Data Processing"

John Iams
Director, Office of Joint Computer Services

Increasing amounts of resources are being allocated to computer equipment while people are being pushed out of the headquarters building. The Office of Joint Computer Services, recently reorganized and transferred to the DDM&S, has responsibility for the investment in equipment, as well as for developing new programs and systems. Current computer systems and their capabilities, and future computer systems and their potential are topics to be addressed by the speaker. He will also describe some existing computer programs and how the OJCS can be helpful to you.

Lunch

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WEDNESDAY, 12 September 1973

25X1A

Block III--Intelligence Production

The final step in this intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--scientific, military, economic and political. Attention will also be given to estimative intelligence and to the requirement process.

1300-1515 "The Producers of Scientific and Technological Intelligence"

Karl Weber
Acting Director of
Scientific Intelligence

David Brandwein
Director, Foreign
Missile and Space
Analysis Center
OFFICE of WEAPONS
INTELLIGENCE

There are two offices in the DDS&T which produce finished intelligence--the Foreign Missiles and Space Analysis Center and the Office of Scientific Intelligence. Speakers representing each of these components will explain the Agency's mission and functions in the production of scientific intelligence as well as describe the types of products and users. They will delve into how these offices support the USIB committees and how they relate and interact with production components in the DDI.

1530-1630 Individual Presentations

1630 - 1700 Social Hour and Dinner

Free Evening

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THURSDAY, 13 September 1973

25X1A

0800-0900 Discussion Class and Staff

0910-0940 Individual Presentation [REDACTED] 25X1A

0945-1045 "The Agency's Responsibility
in Strategic Research"

*Dr. Bruce Clarke
Director of
Strategic Research*

25X1A

Beginning with a broad definition of "strategic intelligence," the speaker will delve into OSR's role in the production of military intelligence, distinguishing its efforts in this field from that of other Agency and non-Agency components. He will discuss current research priorities, the impact of recent international developments -- such as the regulation of arms (SALT and MBFR) and improved relations with the USSR and China -- on these priorities, the major intelligence inputs into OSR's product, and finally, the role of OSR in the production of national intelligence estimates and net assessments.

1100-1200 "New Emphasis on Economic Research"

*Maurice Ernst
Director of Economic Research*

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy maker's interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

Lunch

THURSDAY, 13 September 1973

25X1A

1300-1400 "The Agency's Role in Current Intelligence"

Richard Lehman
Director of Current Intelligence

One of the major missions of the Agency is to provide rapid worldwide intelligence reporting and analysis for the highest policy-making levels, including the President. The Director of OCI will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement. For example, he will consider the problem of providing the best possible support to policy makers and various policy options without becoming entwined in the policy process.

25X1A

1415-1615 Panel Discussion

25X1A

Maurice Ernst
Richard Lehman

25X1A

1800 Dinner

25X1A

1900-2100 "An Evening With the Deputy Director for Intelligence"

Edward Proctor
Deputy Director for Intelligence

In an informal evening session, the Deputy Director for Intelligence will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.

FRIDAY, 14 September 1973

25X1A

0800-0900 Discussion

Class and Staff

0910-0940 Individual Presentation

0945-1115 "Estimative Intelligence"

Board of National Estimates

The Agency's estimative function cuts across many different analytical disciplines. Our speaker will briefly review the history of estimative intelligence -- discuss the process by which an estimate is put together, and comment on the future role the Office and in a broader context, the Agency will play in the production of National Estimates.

1130-1200 Individual Presentation

Lunch

1300-1445 Individual Presentations

1500 13⁰⁰ ETD

25X1A

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MIDCAREER COURSE

NO. 37

PHASE II

THE AGENCY

Monday-Wednesday, 17-19 September 1973
Headquarters and Local Field Trip

PHASE III

THE INTELLIGENCE COMMUNITY

AND

WORLD AFFAIRS

Thursday, 20 September 1973
Monday-Friday, 24-28 September 1973
Wednesday-Friday, 3-5 October 1973
Headquarters and Local Field Trips

Thursday-Friday, 20-21 September 1973
Huntsville, Alabama Field Trip
Sunday-Tuesday, 30 September - 2 October 1973
Dresden/Argonne Illinois Field Trip

PHASE II, 17-19 September 1973

PHASE III

20 September - 5 October 1973

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MONDAY, 17 September 1973
(Headquarters, Room 1 A 07)

Block IV -- Support to Intelligence

Intelligence collection, processing and production require a variety of support mechanisms. During the next three days you will hear about some of these activities and visit several support facilities. Budget preparation, data handling machines, communications equipment and technical hardware for operational use will be explained and shown as they relate to carrying out the Agency's mission.

0800-0845 Discussion

Class and Staff

0900-1100 "PPB in the Agency Environment"

25X1A

The planning, programming and budgeting cycle is something which has an impact on all of our activities. Our speakers will describe the origins of this cycle and how it has been applied in the Agency and show how the cycle works.

Office of Planning,
Programming and
Budgeting

1115-1230 Tours

The tours today will give you an opportunity to see how data handling equipment is currently being used in the Agency. You will have an opportunity to take two of the three tours which have been arranged to show a variety of uses, from data storage and retrieval to manipulation and map-making.

Lunch

1330-1445 Tours

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MONDAY, 17 September 1973
(Headquarters, Room 1 A 07)

Block IV -- Support to Intelligence

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		Class and Staff	
0800-0845	Discussion		
0900-1100	"PPB in the Agency Environment"	[REDACTED]	25X1A
	The planning, programming and budgeting cycle is something which has an impact on all of our activities. Our speakers will describe the origins of this cycle and how it has been applied in the Agency and show how the cycle works.	Office of Planning, Programming and Budgeting	
1115-1230	Tours		
	The tours today will give you an opportunity to see how data handling equipment is currently being used in the Agency. You will have an opportunity to take two of the three tours which have been arranged to show a variety of uses, from data storage and retrieval to manipulation and map-making.		

Lunch

1330-1445 Tours

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MONDAY, 17 September 1973
(Headquarters, Room 1 A 07)

25X1A

1500-1600 "A Common Sense View of
Information Science"

[REDACTED]
Information Science
Faculty

Now that you have heard about some
of the applications and have seen some
of the machines, this speaker will
end up the day on a realistic note.
He will describe some of the
advantages of machines, mentioning a
few of the methodologies employed
but also pointing out the pitfalls
and problems you can encounter.

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TUESDAY, 18 September 1973
(Headquarters, Room 1 A 07)

0800-0900 Discussion

Class and Staff

0915-10⁴⁰ "Developments in Agency
Communications"

[REDACTED]
Director, Office
of Communications

25X1A

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

1025-1110 "Communications Operations"

[REDACTED]
Chief, Communications
Operations

25X1A

25X1A

technology has supplanted much of the sometimes cumbersome equipment used in the past. Our speaker will discuss these operations and the use of the new generation of equipments and techniques now being employed.

1055-1140
1115-1200 "Communications Engineering"

[REDACTED]
Chief, Communications
Engineering

25X1A

The application of modern technology to a wide range of communications problems has been the responsibility of the Office of Communications for a long time. Our speaker will describe changes which have occurred recently in this area and the office's current and projected activities in the engineering field.

Lunch

1300-1330 Course Administration

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TUESDAY, 18 September 1973
(Headquarters, Room 1 A 07)

1330-¹⁴⁰⁰
1330-1500 Introduction and Tour



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25X1A

After introductory remarks, the class will be split into two groups, one touring [redacted] and the other visiting the CIA Operations Center (Room 7 F 33)

1515- "The Management and ^{SERVICES} Support Directorate"

Harold Brownman
Deputy Director
for Management
and Support
^{SERVICES}

You have now seen and heard from most of the Offices in the DD/M&S. The Deputy Director will take a longer view of the Directorate's role in the Agency. He will discuss its management responsibility in a period of shrinking resources and the constraints on the services the Directorate provides the Agency and its people.

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WEDNESDAY, 19 September 1973
(Local Field Trip)

0745 Car pools assemble at far end of
Lanes E-F, West Parking Lot

0800 Depart Headquarters

0900-10³⁵ "Technical Services in
Support of Operations"

The Office of Technical Services
primarily provides technical support
to operations of the DDO. You will
have an overview of these activities
and then tour OTS facilities to learn
of the kinds of equipment and support
which the Office can supply

[REDACTED]
Deputy Director of
Technical Services

25X1A

10⁴⁰-1130 Tours of Laboratories OTS Staff

Buffet Lunch

1230-14⁴⁵ Tours Continued OTS Staff

14⁴⁵-15³⁰ Questions and Answers [REDACTED]

25X1A

1515 ETD

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THURSDAY, 20 September 1973
(Headquarters, Room 1 A 07)

0800-0900 Phase II Evaluation

PHASE III -- THE INTELLIGENCE COMMUNITY AND WORLD AFFAIRS

Having received a sampling of management styles and problems in Phase I, and a detailed look at the Agency in Phase II, we turn to the environment in which we operate. We will have speakers from the other members of the Community, collectors, producers and users, and then turn to some major problems and areas that are important today and likely to become more so as we cope with what Toffler terms "Future Shock."

0915-1015 "Varying Views of the Agency"

First a wrap-up on the Agency with emphasis on its position as first-among-equals in the Community. In 2 1/2 weeks you have heard from some 60 Agency speakers, including class members. While this array has not been all-inclusive, most components have been covered. Our speaker will bring this perhaps kaleidoscopic picture into focus and report how we appear to both ourselves and to various "outsiders" as well.

[REDACTED]
Briefing Officer,
OTR

25X1A

Block I -- The Intelligence Community

Now that you all have acquired a common base of knowledge regarding the Agency and its components, we turn to that amalgam known as the Intelligence Community. We will have speakers representing most of the other members of the Community who will give us insights into the problems they face, both internally and with respect to each other.

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THURSDAY, 20 September 1973
(Headquarters, Room 1 A 07)

1030-1200 "The Intelligence Community
and the Problem of Money"

25X1A

[REDACTED]
Comptroller,
IC Staff

Who pays the piper calls the tune.
The President has asked for a Community
budget as a means of getting its
disparate parts to "do more with less."
Our speaker will tell us what is being
done to provide the DCI with this lever
to carry out the President's wishes.

Lunch

25X1A

1300-1430 "The Intelligence Community Staff"

With the Director's additional
responsibilities regarding the
Community comes a new importance
to the DCI's Intelligence Community
Staff. Its numbers and makeup have
changed to reflect the new thrust.
We will hear of its four groups and
their missions, functions, and person-
nel and their relationship to the
Agency and other Community members.

[REDACTED]
Acting Deputy to the
DCI for the Intel-
ligence Community

We now take a break from our routine and
travel south to view some NASA facilities.
Since achievement of JFK's goal of a man
on the moon in the 60's, our space program
has slowed down, but the Soviets maintain
a hard pace. A firsthand look at these
facilities will help you as a collector,
processor, or analyzer of data on the
Soviet and other space and missile programs.
We will also visit the US Army Missile
Command and learn about some of their
activities.

1445-1530 Bus to Andrews Air Force Base

1600 EDT-1830 CDT Flight to Huntsville, Alabama

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FRIDAY, 21 September 1973
(Redstone Arsenal, Huntsville, Alabama)

0830-1240 Marshall Space Flight Center - Briefings and Tour
Lunch

1330-1610 US Army Missile Command - Briefings and Tour

1630 CDT-2100 EDT Flight to Andrews AFB
(Dinner en route)

2115-2200 Bus to Headquarters

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MONDAY, 24 September 1973
(Headquarters, Room 1 A 07)

0800-0900 Discussion

0915-10³⁰₄₅ "The Defense Intelligence Agency"
10³⁰-10⁴⁵ Q+A
How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desired redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.

1100-1215 "The FBI and Intelligence"

Where and how is the line between foreign and domestic intelligence collection drawn? What are the other areas of contact between the Bureau and the Agency? What is the current state of relations between the two and how does it look for the future? How does the new director of the Bureau view his Community responsibilities? Our speaker will have answers for these and other questions on FBI-CIA-Community relations.

Lunch

Class and Staff

Major General
Howard P. Smith
Deputy Director
for Intelligence,
DIA

25X1A

[REDACTED]
Chief, Counter-
intelligence Branch,
Intelligence
Division, FBI

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MONDAY, 24 September 1973
(Headquarters, Room 1 A 07)

1330-1500 "The National Security Council
Under the Nixon Administration"

The NSC mechanism works differently under every President. Our speaker will tell us how the current system works and how it is evolving, who the personalities involved are and where there are areas of interaction that need improvement. The speaker will give us the White House view on priorities for the immediate future and for the longer range.

To be announced
Lt. Col. DONALD STUKEL
Dep. for Planning
NSC STAFF MEMBER

1515-1645 "State's Role in Intelligence"

State is the oldest government unit with foreign policy responsibilities. Although small in size, INR has a strong voice in the Community, not only on political intelligence, but on economic, scientific, environmental, social and military as well. Our speaker will elaborate on the role of INR in the Community with particular regard to relations with the Agency, both at home and abroad.

David E. Mark
Deputy Director,
Bureau of Intelligence and Research,
Department of State

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TUESDAY, 25 September 1973
(Local Field Trip)

0750 Assemble SW Entrance

0800-0900 Bus travel to Fort Meade
National Security Agency

Concluding this block on the Community and its members, we will spend all day at the Fort Meade Maryland facility of NSA. We will learn about their operations and tour two of their central facilities. We will also hear of the areas of mutual concern, current problems, and expectations for the future.

0900-1000 Overview of NSA Activities

1000-1045 DEFSMAC - Defense Special Missile and Astronautics Center

1045-1115 NSOC - National Sigint Operations Center

1115-1215 Tour of DEFSMAC and NSOC

1215-1330 Lunch Executive Dining Room

[REDACTED] 25X1A
Staff Intelligence Assistant for "A" Group

[REDACTED] 25X1A
Assistant Director for Operations

[REDACTED] 25X1A
Deputy Chief NSOC for Operations

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25X1A

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WEDNESDAY, 26 September 1973
(Headquarters, Room 1 A 07)

0800-0900 Discussion

0915-10⁴⁵ "World Problems:
A Perspective"

This presentation will be a broad overview of world problems which confront the US today, and are likely to be important in the 70's. While the importance of the bipolar US-Soviet relationship in world affairs continue, we must focus also on the other emerging centers of power and the impact of the multipolar world on the US in particular. Our speaker will explain how the JCS looks at these problems and how the Staff's input to US policy formulation is made.

1100-1230 "Prospects for the Middle East"

Finding a solution to the volatile Middle East problems--at the heart of which is the Arab-Israeli dispute--is a major foreign policy objective of the US. The Director's Special Assistant for this area will share his views as to prospective scenarios in the area. He will comment upon the issues which need to be settled before stability can be achieved. He will survey the objectives of all parties in the area, including the US, the Soviet Union, Israel and various Arab nations. New problems which affect the US in the region, such as oil supplies and terrorist activities, will be touched upon.

Lunch

Class and Staff

Vice Admiral

John P. Weinel

The Assistant to
the Chairman, Joint
Chiefs of Staff

25X1A

[REDACTED]
Special Assistant
to the DCI for
Middle East Affairs
(SPOKE 20min.)

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WEDNESDAY, 26 September 1973
(Headquarters, Room 1 A 07)

1330-1430 Tours: Operations Center and
Domestic Communications Activity

The group which toured the Operations
Center (Room 7 F 33) on 18 September will
switch with the group which visited the
[redacted] (1 A 07).

25X1A

1445-1615 "SALT: Stabilizing the
Arms Race"

25X1A

[redacted]
Executive Officer,
OSR

A prime question for future US-Soviet relations is whether the competitive aspects of the arms race can be brought under control. The 1972 ABM Treaty and Interim Agreement were a first step. Our speaker will describe what these accords provide, what they mean in terms of stabilizing the arms race and what needs yet to be done. He will describe how the Agency supports the SALT talks while they are in progress, and how the Community carries out its verification responsibilities covering the initial agreements, advising policy makers of possible future arms limitation options, and alerting them to possible violations.

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THURSDAY, 27 September 1973
(Headquarters, Room 1 A 07)

25X1A 0820-1020 [REDACTED] (From Captional) (ABOUT 15 TURNED OUT)

1030-1130 0815-0915 Discussion

Class and Staff

0930-1130 "The Outlook for China
in World Affairs"

~~China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze China's perception of the world and the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.~~

25X1A

~~Senior Staff
Member, National Security Council~~

Lunch

25X1A

1230 Bus [REDACTED] (SW Entrance)

25X1A 1300-1530 "The Imagery Analysis Service"

 George Allen
Director, Imagery Analysis Service

The Director of IAS will discuss its role in support of the SALT negotiations, as well as its other activities in the support of intelligence production and operations components of the Agency. You will also have an opportunity to visit individually with PI analysts from a geographic or functional area of your own choosing.

Tour and Visit with Analysts

1540 Bus to Headquarters

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FRIDAY, 28 September 1973
(Headquarters, Room 1 A 07)

0815-0915 Discussion

0930-1100 "International Politics
and Environmental Problems"

The deterioration of the fragile ecological balance is a problem which confronts all of mankind and yet is susceptible to solution only by nations acting in concert. The ^{deputy} head of the US delegation to the international environmental conference in Stockholm last year will discuss conference results. Emphasizing the politics of environment, he will contrast US perceptions of the problem, policy options, objectives and aims with those of other nations. Our guest will also share his views on the role intelligence may come to play in supporting the policy maker in this important area.

1115-1200 Course Administration

Lunch

Class and Staff

~~The Honorable
Christian Herter, Jr.
Special Assistant
to the Secretary of
State for Environ-
mental Affairs
SHARON C. BLACKISTONE, JR.
OFFICE OF ENVIRONMENTAL
AFFAIRS
DEPARTMENT OF STATE~~

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FRIDAY, 28 September 1973
(Headquarters, Room 1 A 07)

25X1A

1330-1600 Panel Presentation

"Terrorism: A New Dimension
in World Affairs"

A panel composed of non-Agency experts will analyze the phenomenon of international terrorism from several perspectives. An academician and student of the subject who has written extensively on revolutionaries and guerrillas will present his views on terrorism in the world today. A representative of the Cabinet Committee on Terrorism will give the White House perceptions of the threat to the US and the government's policies aimed at thwarting terrorist activities. Finally a representative from the State Department, whose members have been a principal target of terrorists, will describe what is being done to combat terrorist acts.

The Honorable
Ambassador
Lewis Hoffacker
Cabinet Committee
on Terrorism

G. Marvin Gentile
Deputy Assistant
Secretary for
Security, Department
of State

JOHN LISKWART

NCC 37 846 075

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SUNDAY-TUESDAY, 30 September-2 October
(Midwest Field Trip)

Sunday, 30 September

1415	Convene at Headquarters (SW Entrance)
1430-1515	Special Bus, HQ to Andrews AFB
1530 EDT-1800 CDT	Flight from Andrews AFB to
1815-1845 CDT	Midway Airport, Chicago, Illinois
	Bus to Sheraton-Oak Brook Motor
	Hotel

Monday, 1 October

0830-0930	Bus to Morris, Illinois
0930-1130	Briefings and Tours, Commonwealth
1145-1300	Edison's Dresden Nuclear Power Plant
1315-1515	Lunch
1530-1630	Briefings and Tours GE's Midwest
	Fuel Recovery Plant
	Bus to Oak Brook

Tuesday, 2 October

0900-0930	Bus to Argonne National Laboratory
0930-1430	Briefing, Tours and Lunch
1445-1515	Bus to Midway Airport
1530 CDT-2000 EDT	Flight from Midway Airport, Chicago
2015-2100 EDT	to Andrews AFB
	Bus to Headquarters

WEDNESDAY, 3 October 1973
(Headquarters, Room 1 A 07)

0815-0915 Discussion

Class and Staff

0930-1130 "The US in the World Economy"

This presentation will analyze the US position in the world economy from the perspective of the policy maker. The speaker will indicate the major problem areas and directions the US is taking on international economic issues, such as restructuring the monetary system and the rules of international trade. He will discuss the major problems posed by various nations, focusing particular attention upon the European Economic Union, Canada, and Japan. He will describe how the policy making level is organized to meet the added dimension of international economics. He will offer some insights into the intelligence inputs which are most useful to supporting him in his policy making role.

Charles Cooper
Deputy Assistant
to the President
for International
Economic Affairs,
National Security
Council

ROBERT HORWATZ
SR. MEMBER, NSC STAFF

Lunch

1300-1400 "International Drug Trafficking:
The Role of Intelligence"

25X1A

Drug abuse in the US resulted in the President naming the prevention of the illegal importation of drugs into the US a major national objective for the 70's. All resources of the US Government have been mobilized, including those of CIA. Our speaker will outline in broad form the international scope of drug trafficking, and will focus primary attention on what the Agency response has been to this new and somewhat unconventional priority. He will also discuss the relationships of CIA with the Drug Enforcement Administration/Department of Justice and other

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WEDNESDAY, 3 October 1973
(Headquarters, Room 1 A 07)

US agencies abroad under the guidance of
the Cabinet Committee for International
Narcotics Control (CCINC).

1415-1515 "International Drug Trafficking:
Enforcing the Laws"

The Drug Enforcement Agency is the primary enforcement arm of the US Government for violations of drug import laws. A representative from DEA will discuss his Agency's mission and organization for enforcement, and discuss DEA's operations overseas, particularly how DEA interacts and coordinates activities with CIA and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).

John Warner
Acting Chief,
International
Intelligence Division,
Drug Enforcement
Administration

1530-1630 Questions and Answers

25X1A

John Warner

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THURSDAY, 4 October 1973
(Headquarters, Room 1 A 07)

0830-0930 Discussion

Class and Staff

0945-1115 "Energy: Challenge of the 70's"

As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.

James West
Staff Assistant to
the Assistant
Secretary for Mineral
Resources, Department
of the Interior

1115-1200 Course Administration

Lunch

1300-1430 "Perceiving Consumers Needs"

You have now heard about some of the major problems which impinge upon intelligence resources or are likely to in the future. An intelligence officer frequently has difficulty in determining precisely what his consumer wants and needs in these areas of interest. Our speaker has studied this problem in some detail and will present his views on the causes, actions being taken, and possible additional solutions.

Andrew Marshall
Director, Net
Assessment Group,
National Security
Council
(spoke 38 min.)

1445-1545 Discussion

Class and Staff

1600-1700 Phase III Evaluations

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FRIDAY, 5 October 1973
(DCI Conference Room, 7 D 64)

0900-1000 Discussion

Class and Staff

1015-1145 "The Challenge of Change to CIA"

25X1A

Throughout this course you have heard about the changes which are taking place in the Agency, the Community, and the world around us. Our speaker will argue that the source and driving force behind these changes is science and technology, and these changes will pose a strong challenge to us as an agency. He will describe some of these changes, look at what additional things are coming down the pike, and relate them to our activities.

[REDACTED]
Special Assistant
to the DDS&T

Lunch

1300-1415 Overall Evaluations

1430 Informal Remarks

Lieutenant General Vernon A. Walters
Deputy Director of Central Intelligence

Award of Certificates

Alfonso Rodriguez
Director of Training

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TUESDAY, 9 October 1973
(Auditorium)

25X1A

1600-1800 "US-Soviet Relations"

25X1A



current trends in the Soviet Union and their bearing on US-Soviet relations through the decade. He will present his views on key issues and areas in the international arena where he believes Soviet and American interests are likely to be congruent or to conflict. He will discuss the outlook for further progress in the field of arms control, the implications of the conclusion of conflict in Southeast Asia, the impact of the US rapprochement with Peking and the chronic crisis in the Middle East.

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23 August 1973

MEMORANDUM FOR THE RECORD

SUBJECT: Mr. Colby's Remarks at the Opening of Midcareer
Course No. 37

1. Mr. Colby opened the current Midcareer Course on 22 August by pointing out that the Course is good and well respected. It is important not only for what it does for the participants but what it does for the Agency in the long run. The participants gain new perspectives and think seriously about how to apply their new knowledge for the future benefit of the Agency. Training has been an important element in developing the "one Agency" concept and has brought "reality to the fairy stories" each component has heard about others over the years.

2. He noted that developments have been occurring within the Community which the class will be hearing about. He spoke at some length on the current challenge "to run an American intelligence service" within the framework of American values and problems--a service which must be different from any other and still maintain the balance between an open American society and press and the need to retain the secrecy of intelligence sources and methods. He challenged the class to form ideas on the best and most useful ways of doing things in a changing world. He noted that American intelligence had been disbanded after previous wars and the voices raised in this direction with the apparent thaw of the Cold War. The competition for resources will continue to put pressure upon the Agency to reduce people/programs/dollars. This pressure may result in some realignment in functions, priorities and expenditures.

3. He then posed the question, "where should American intelligence go?" The leading intelligence figures in the last 20 years were primarily in two categories: the wise, pipe-smoking intellectuals who synthesized information and came up with National Estimates, and the covert operators who became involved in a great variety of activities.

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The changes in the world will require two new types: those who understand technology and what it can do--be they collectors, processors or analysts--and good journalists who can go out and look for information, use all his sources, and produce a paper which his consumer will read and not just leave in his in-box. Through all of this we must maintain our integrity and objectivity but it can be done. We may be asked to run small covert operations but they must be small and some kinds we must refuse to do. In this time of adjustment we must remain flexible and some reorganization may be necessary to meet new problems.

4. Mr. Colby emphasized the substance of intelligence as primary. We may have to put resources on a smaller number of critical problems and be able to collect and pull all available information together on a particular problem and present it well. The Director must have all available evidence at hand when the President or someone else asks a question such as "What is the situation in Saudi Arabia?"

5. In answer to a question he noted that changes are still in the offing organizationally. A study has been made on ways to make the Watch Office more effective. He noted that there has been a need for more in-depth political research--OCI is essentially a current intelligence office. There will be a gradual movement toward a new office (OPR) and will probably take some OCI people to do this in-depth longer-term political analysis. There will also be a gradual--not precipitous--change in BNE and the estimative process. He has proposed a group of officers charged with looking at a part of the world across the various functional lines in the community who would pull the entire picture together. These would be staff officers with no authority--"wise specialists" on substance. He also said that he hopes to increase the national estimative process by applying the community consultation process to questions and problems raised outside of the NIE arena.

6. Mr. Colby closed by wishing the class members good luck and best wishes for a successful and rewarding few weeks.



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MIDCAREER COURSE NO. 37

26 September - 5 October 1973

COURSE REPORT

Course 37 was conducted at a less frantic pace than previous courses and the general effect was a more relaxed attitude. The high peaks and low valleys of interest characteristic of previous classes was replaced by a more level degree of interest that was sustained throughout. The class was the youngest yet and exhibited a high degree of inquisitiveness. The class asked lots of questions but did not always follow up unsatisfactory answers with further questions. Our speakers too were more relaxed; with many organizational changes settled and the atmosphere of unexpected change calmed down, they were better able to look to the future. Nevertheless there was a large number of substitute speakers as well as the usual few cancellations. The class was honored to have Mr. Colby open the course and General Walters close it. Attached are the class members' comments from their overall evaluations.

Statistics

The class was composed of 29 students, including two women, but no blacks. One man dropped out and resigned when he received an offer he could not refuse from an outside firm. There were 9 from the DDO, 8 from M&S, 6 from S&T, 5 from DDI, and one from the DCI area. The average age was 37.0 years, with a range of 31 to 43 years. The average grade was 12.8, with 10 12's, 15 13's, and 4 14's. The average time on board was 11.3 years, with a range of 3 to 18 years. Each of these averages--age, grade, and time on board--was the lowest yet for a Midcareer class and about the level we have been striving for for the last year or so. The class contingent from the DO averaged five years younger than its predecessor in class 36. Five members had already had the Grid and another was unable to take it because TDY overseas precluded his preparatory work. One DTS staffer joined the class for the Grid only. The class heard about 40 speakers in Phase II, both at

DTS and in the Washington area, and 26 speakers in Phase III.

New Features

Format and Schedule--Course 37 was designed to follow through the intelligence process from an overview, to collection, to processing, to production, to the Community, to world problems, rather than the Directorate-by-Directorate approach. We succeeded in part to break down the inter-directorate barriers, but strangely not as much as in some past classes. There is room for greater effort to promote the "one-Agency, one-community" concept.

We had noticeably fewer speakers, mostly three per day instead of four. This worked very well indeed, but the fewer evenings with speakers was a mistake. There is little to do at DTS with a free evening--better to have the evenings with the speakers and give the class time off in the afternoon if necessary. We tried to lighten the load on the DD's, and did not schedule [REDACTED]. He wanted to talk to the Midcareerists, however, and we changed the schedule to accommodate him. He was excellent and had a one-hour session with the DO contingent after the course as well. Mr. Proctor was in rare form and was highly complimented by the class.

Mr. Brownman spoke to this group for the first time. He was highly provocative and turned a number of the class off with his strong expressions of views. Mr. Duckett was scheduled, but replaced by Dr. Steininger, who did an exemplary job. Mr. Duckett wanted to be re-scheduled but budget hearings on the Hill precluded an appearance. Some class members left feeling there wasn't really a Carl Duckett. I think it is probably better to schedule all DD's, with the likelihood that one or another will not be able to make it.

The scope notes in the printed program, a new feature, were useful in several ways--they give us a lever to move the speakers to talk about what we want rather than what they want. Sometimes this works and sometimes it doesn't. They give the class an inkling of what's upcoming and they permit shorter introductions of the speakers. They were a trial to write so many in so short a time for this course,

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but that should be eased in the future as attention can be given to improving and refining those we have. Only one or two speakers mentioned them from the rostrum ("I'll read this to you because it will probably be the last time we're on the subject") or privately ("Is that what you want me to talk about?") and others appeared to ignore them pretty much. The division of the program into Phases and Blocks seems artificial and I recommend one or the other but not both. I believe further mixing of speakers from differing directorates is desirable and makes them sharper--some are pretty relaxed if they feel they know what the responses are going to be from a colleague from their own directorate, but less so with one from another directorate.

Each morning was begun with a "Discussion" hour among class members on the speakers of the previous day. These proved to be quite profitable and I strongly recommend that they be retained in one form or another. Class "moderators" were assigned to lead the discussion on each speaker, one from his own Directorate and the other from another. They were instructed to give the speaker's main points or new or provocative points and to elicit the views of the entire class. The discussions were interesting and reinforced the learning process as points delivered were reiterated and differing points of view expressed. A few of the sessions became quite heated and in the final discussion period on the course as a whole, a few said greater conflict should be promoted as more was learned from these sessions. Toward the end of the course this may be true, but at the beginning heated conflict could disrupt and divide the class members and have a deleterious effect for the remainder of the course. A minimum of 15 minutes per speaker is necessary, 20 minutes is better.

The trips for this class were predominantly non-military. The first was to Huntsville, Alabama. The briefings and tours of the Marshall Space Center were well received and those at the Army Missile Command less so. The second trip was to the Chicago area. We visited the Commonwealth Edison Dresden Nuclear Power Plant at Morris, Illinois, followed by the new GE Fuel Reprocessing Plant there. The next day was spent at Argonne National Labo-

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ratory, Argonne, Illinois, where the briefings and tours were excellent. We had lunch with the deputy director of the laboratory, Mr. Laney. If the class goes there again I would suggest more time at the laboratory and less at GE. The Argonne people focused very nicely on the power, energy, and pollution problems we were studying. Some class members, however, still failed to see the importance of these new areas of interest for the Agency, but perhaps they will in the future as new requirements are laid on. Incidentally we tried to call them class members throughout, but occasionally a "students" slipped out. Many times the class members referred to themselves as "students!"

New Speakers

Because of the large number of organizational changes in the Agency, we had more new internal speakers than is



a provocative historical overview and report on how others see us.

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Among non-Agency speakers, Jack Martin did an excellent job for the IC Staff. MG Howard Smith, Deputy Director for Intelligence of DIA, gave one of the best DIA presentations we have had in some time, not to say that he could not have gone into even more detail on some of our mutual problems. A highlight of Phase III turned out to be Lt. Col. Donald Stukel of the NSC staff, a replacement for Col. Richard Kennedy who was a replacement for Gen. Scowcroft. Stukel surprised the class with his candor and openness and was obviously quite a capable young man. During the day at NSA, we had a number of new speakers and the net result was a disaster, with many class members recommending just one speaker on NSA, at our Headquarters.

Vice Admiral John Weinel, Assistant to the Chairman, JCS, spoke. This is the first speaker in a long time from the JCS. He gave a good "round the world tour" of problems but lacked time or inclination to go into the JCS input to policy formulation as we had requested. [REDACTED] STATINTL effort on the Middle East was not well received. Dick Solomon, NSC staff, was unable to appear and no substitute was available; the class regretted not having a major outside speaker on China. Christian Herter, Jr. was unable to appear but sent Slaytor Blackiston to talk on environmental problems, a new topic for the Midcareer Course. Mr. Blackiston did an excellent job, particularly in relating the diverse problems to intelligence. Not everyone was convinced, however.

Our planned outside panel on terrorism was hampered when [REDACTED] was prevented by illness from appearing. Ambassador Hoffacker of the Cabinet Committee on Terrorism did a fine job and appreciated talking to this audience. Marvin Gentile of State also appeared and gave a nuts-and-bolts viewpoint in counterpoint to Hoffacker's policy outlook. A class member from the Behavioural Activities Branch of OTS, [REDACTED] filled in the panel place with a report on his branch's study, "Profile of a Terrorist." [REDACTED] sat in with the presentation and answered a number of questions, while also keeping us current on the status of the Vienna high-jacking which was in progress during our panel. We are nothing if not current!

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We were sorry that Charles Cooper of the NSC Staff was not able to appear but his substitute, Bob Hormats, did a very fine job explaining the difficult economic problems for a class of generalists.

Phase I - The Managerial Grid

Of the 23 taking the Grid, 19 rated it 7, 8, or 9 on the high end of a nine-point scale, and four rated it 6 or "somewhat applicable." Many praised the Grid and regretted that it is being dropped from the Midcareer Course. They felt a serious need for an equivalent ice-breaker and device to coalesce the class as a unit. The Grid also gets the students used to active participation and to long hours. Some find it the most valuable part of the course--usually referring to the insight gained into their own managerial styles. It also gets onto paper the major problems of the Agency, with which many of the following speakers are concerned.

Phase II - The Agency

This class generally found this Phase to be the most useful, in contrast to previous classes which found this valuable but wanted more of Phase III. Highly praised were the Briggs [redacted] opening day, the technical S&T speakers who made things clear for generalists, and as mentioned, Mr. Nelson and Mr. Proctor. The individual presentations were praised, but more of them than usual were mission-and-functions of an office which was not represented otherwise by a speaker. A few preceded the office head and were therefore repetitious to some degree. The morning discussion period went over well, but could be improved with a bit of variety in format.

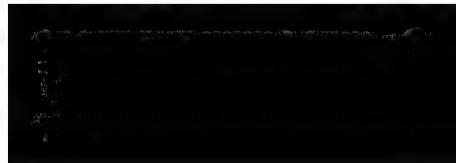
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Phase III - The Intelligence Community and World Affairs

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Phase III was marred by a number of substitutions among the planned speakers, but all the subs proved to be good. [REDACTED] cancellation was too late to find a substitute and the day at NSA was very poor, but the other speakers made up for these deficiencies. Some class members said we should visit military sites such as SAC or NMCC. Of course the last class, which visited SAC, said why don't we visit some commercial establishments. I think this first effort in this direction should be continued, even though it presents some planning and security problems. It seems obvious to me that our Midcareerists need a broader look at our national welfare requirements as opposed to our national security requirements. James West of Interior, for instance, was highly praised for his talk on energy. Most of the class heard the [REDACTED] lecture in the Auditorium as an added bonus to the course.

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ATTACHMENT A

Summary Evaluations
Midcareer Course 37
26 August-5 October 1973

Phase I: The Managerial Grid (26-31 August)

(Comments of DDO members)

The Grid is an excellent means of demonstrating managerial styles and behavior. It could benefit from the feeling that high level management is interested in improving managership in the Agency.

I found the Grid a very useful, challenging and interesting exercise which gave me new insights into management as a whole. In this respect, it is central to MCC objectives and while I see the reasons for dropping it from future MCCs I am happy that it will be a recommended pre-requisite for future courses.

While receiving instruction in M.G. concepts, which I have found to be another useful tool in self-appraisal and the style evaluation of others,,I strongly suggest more of a "case Study" concept. Also, after defining the managerial style and subsequent problems associated with it, which is basically all the M.G. accomplishes, I feel solving or re-structuring the problem situations with their various trade-offs in terms of absolute production and personnel considerations would have been beneficial. Can "model building" and "strategies" be used in this course for "gaming" types of analysis?

The M.G. is a useful exercise to crystalize management goals and problems, to understand and classify individuals and to examine one's own style. In addition, the M.G. is a good vehicle for presenting barriers/problems that exist in the Agency and that the students should strive to solve during subsequent assignments.

(Comments of DDO members, contd.)

There was insufficient exposure to judge the managerial behavior of the individuals or organizations we came into contact with during the course, with the possible exception of our own Agency. The "Grid" was a theory. What we do with it and its value to us in judging others will come in the future. This question would be better asked at a later time.

A welcome course in an Agency which appears to consciously avoid most anything that smacks of "management" techniques. It's really only a beginning for most supervisory positions, however. If dropped from Midcareer Course, it should become part of a larger management instruction package.

An excellent beginning for this course. Many of the current developments explained in subsequent sections are closely related to the Agency's management problems today, and the Grid provided a very useful framework for understanding these problems. The Agency needs to increase its exposure of senior and mid-career officers to management training; to evaluate the relationships of their follow-up performances to such training; and to formulate an effective process for the solution and promotion of qualified managers and leaders.

(Comments of DDI members)

Useful, but it tended to be an isolated intellectual problem without any need to be related to the real world. In addition, it is not the current fad in management.

I did not attend grid week, but would like to say this put me at some disadvantage in the initial stages. The Grid serves as an ice-breaker and points up Agency management problems that are later addressed by Agency speakers. Without the Grid, the MCC will have to find another way to achieve these goals, perhaps four days devoted to how participants from each Directorate view them.

(Comments of DDI members, contd.)

Repeat: Do not believe the Grid meets needs or objectives. It is designed for groups which actually "manage" together. Instructionally it turns out to be only descriptive--a collection of jargon which is applied to what we already knew intuitively. "Right course--wrong content."

Certainly effective as a learning experience in providing a framework for understanding my own and others managerial styles and behavior. In judging Agency and my own office culture on the basis of these concepts, I can see a lot of waste of people and time resulting directly from inept management practice. I'm not sure giving everyone management training would change anything, however.

(Comments of DDM&S members)

The Grid was interesting but not as enlightening as it possible could have been if there had been a pre-briefing as to what the Grid was supposed to accomplish.

From this I learned much about managerial styles and team interactions in finding solutions to problems as well as my approach to this process. All in all, I consider the study of the Managerial Grid very beneficial.

I think the Managerial Grid was an excellent course. I especially found the assessment of my own style, by my teammates, a valuable learning experience. I recommend the continuation of this course, if not as part of the Midcareer Course, then at least as a pre-requisite to it.

Having taken the Grid CA two years ago, I found it very useful in understanding my behavior as a manager and it provides a mechanism by which to deal with senior management.

(Comments by DDM&S members, contd.)

The Managerial Grid was personally very beneficial in exposing me to my own managerial style and behavior which I can now work on improving in my office in an effort to achieve a 9, 9 approach to management. Even though a percentage of future midcareerists will have taken the Managerial Grid, I would recommend keeping it as a part of Midcareer since it provides group cohesiveness and an excellent frame of reference for the rest of the course.

The grid opens a person's thinking on the subject of management but does little good if not used in practice. I am not certain the Agency uses the course to its full advantage by selecting managers by their style and ability in the field. It did work to get us together in a hurry and I hope it will be reflected in our personnel records how we responded?? This would require the OTR staff to make individual evaluations but I think it should be reflected. As people return to other management courses their participation and style should again be recorded. Then management would have a useful record.

As a group we all identified problems in the management of the Agency, using the concepts of the Grid we all can identify means of improvement. As individuals we can chip away at or influence the tearing down of, the barriers that exist. Until more people in the Agency are exposed to the grid concepts we as individuals may be forced to adopt a 1.9, 9.1 or 5,5 attitude versus a more desirable 9.9. We may individually criticize portions of Agency management, but as a group we recognize that the Agency is nine feet tall when compared to other government bureaucracy.

(Comments of DDS&T members)

If the Grid is removed from the course, I would like to see some managerial sections be put in. I enjoyed and found the Grid to be very worthwhile. You need an experience such as this to "weld" the group together.

(Comments by DDS&T members, contd.)

Need something like Grid to develop conceptual framework for viewing organizational and management problems and, just as crucial, for developing class cohesiveness. Whatever substitutes for the Grid may appear, the course should emphasize team participation and learning by doing. No intellectualized lectures, please.

Absolutely outstanding! I urge OTR to reconsider the deletion of the Grid from the Midcareer Course.

This phase of instruction was excellent and this or some type of course with managerial emphasis should continue prior to the remaining phases. The advantage of such an exercise provides the participants with insights to management methods and problems and tunes their interests in this area. This provides better questioning, discussion and insight into the subjects presented and the speakers validity.

The Grid provided a most effective way of introducing and demonstrating an important management style(s). To me, it was an important and worthwhile part of the Midcareer Course--probably the most important and directly applicable part. I would like to see, and participate in, a follow-on course of a related nature.

Good attempt to define management styles and offer alternatives to present behavior. Tended to be simplistic but an enjoyable exercise.

Phase II: The functions, relations, and problems of a wide variety of Agency components (4-19 September)

(Comment of DCI Area member)

The Agency speakers were extremely informative and frank in almost every case. I believe they contributed more to the success of the course than did the outside speakers. In short, this was the best part of the course.

(Comments of DDO members)

25X1A

In view of [REDACTED] presentation, I feel that the entire segment of the Agency is a demonstration of the problem we have with coping with change and the future. The short-sighted nature of this segment tends to perpetuate the problems and a few future-oriented elements should be added.

Phase II gave me insight into all the Directorates of the Agency and specifically the DDO which I am a part of. As a specialist in the DDO it was most interesting to explore the Agency beyond the ISG level.

This was the "guts" of the course and I feel that I, and all of us, gained much wider knowledge of the operations of other Directorates and offices and a greater appreciation of their functions, problems, etc. With very few exceptions, the speakers were very knowledgeable, candid and interesting.

All three of these factors, in the end, become directly inter-related and purposeful by virtue of the components' personnel. This course gave useful exposure to office heads on up to Deputy Directors and now it becomes much clearer why some components are dysfunctional, do not relate "to the whole Agency concept" and have unnecessary problems. Until the time comes that "cross fertilization" of good people (not cast-offs) is fully encouraged and the personnel who opt for a change of Directorate on rotation is not looked upon as being disloyal and thus unacceptable, the strength of the Agency as a whole will not be optimized.

Aside from an initial briefing/course on the Agency organization and functions that I attended a few days after EOD, this is the first comprehensive exposure to the total activities, goals, relationships and problems of Agency components. I found this exposure extremely valuable, especially with all the recent changes in organization and new objectives.

(Comments of DDO members) contd.)

These were fairly well demonstrated, and it is a compliment to the frankness of most of the Agency speakers. In order to understand these areas, I believe future Midcareer classes should continue to hear both the Deputy Directors and the Chiefs or deputies of a number of significant components.

This portion was by far the best organized and featured the most articulate speakers. Some of the presentations have not changed much in eight years since JOT, but they were, nevertheless, welcome especially after five years abroad.

The Agency topic was well covered by speakers and class members. This topic should be covered in some depths more often in an officer's career, perhaps every 4-5 years. Recommend more Agency speakers be scheduled on areas of major policy concern such as the Middle East and Southeast Asia, to complement subsequent non-Agency presentations.

(Comments of DDI members)

This was the most useful part of the course. A lecture or two*at either the beginning or end showing how the whole thing fits together might have enhanced the value.*(More nuts and bolts, rather than something theoretical. This could be done by OTR).

This was by far the most useful part of the course. The preponderant weight given to DDO participation (nearly a third!) gave the questions and class discussions a certain distortion, i.e., if it is not clandestine it is not intelligence.

Through the wide variety of speakers and what they said and didn't say, I think this objective was accomplished. However, I don't think some of the problems (e.g., management) were seriously addressed by the speakers.

Generally good. I think that much of this block could be handled on a seminar self-instruction basis, however, with the speakers limited to Deputy Directors and those at DCI policy level.

(Comments of DDI members, contd.)

Excellent course for revealing all three of these aspects of the Agency. I think that DDI officers probably have a somewhat better view of the Agency than others, but the S&T Directorate has been so compartmented (even more than DDO) from us, that learning about DDS&T was especially valuable for me.

(Comments of DDM&S members)

This did show that the problems of any one particular component of the Agency were not unique. It did also (depending on the qualifications of the one making the presentation) show which components recognized their problems and their approaches to solving them.

I feel I learned much about the Agency and its problems that I did not know, and that this will help me in the performance of my own duties.

This is the first time in my Agency career that I have been exposed to the variety of functions and problems in other components of the Agency. I also learned a lot about other components by the six-week association with employees of the other components. I am convinced now more than ever that we have had four agencies in one at CIA. I think this problem should be addressed in subsequent Midcareer Courses.

Being exposed to the Agency problems and suggested solutions was enlightening in a way. It gave me a view that problems facing OMS were not unique to OMS only. Now I feel there was some interactions re problems and solutions and hopefully attack the problems within OMS with a new vitality.

More emphasis should be placed on second level (working level) speakers of Agency components (especially, OSR OWI). A representative from CI/OPS (formerly CI Staff) should speak on CI matters. The individuals presentations serve as "working level speaker" to a certain extent and should be kept in course.

Too much time devoted to organization charts--speakers should spend more time on successes. Failures, flaps, disasters, etc. and what management learned from those experiences. Otherwise, very informative.

(Comments of DDM&S members, contd.)

I gained a lot of insight to problems and methods that will aid me in my work. Seeing the DDs and hearing them talk gave me a feel for how they function and how I might react to them. There may be some advantage to hearing them at the end of the course so they could respond to broader understanding and questions. It may also serve to bring us back to the reality of CIA. I would suggest more student interaction and participation may be good. Perhaps some team problems such as a pre-assessment of topics and issues which could be presented prior to the DDI, DDO, etc. presentations.

The methodology of the course results in cutting across directorate lines, reducing the need to know barriers and exposes participants to many subjects/individuals than we as individuals would normally encounter. It was apparent to me that a number of the participants have been restricted/compartimented during their careers that they don't know what the functions, etc. of the other components are.

(Comments of DDS&T members)

I enjoyed this segment of the course and have found this to be the most useful. I know that I will be coming away with a new perspective of the Agency and how my component related to the Agency and the entire intelligence community as a whole.

Strongest portion of entire Midcareer Course--good exposure to wide variety of key management personnel; in fact, I feel I endured the final portions of the course on the strength of what I learned and felt during the Agency phase.

Vital to the course. It could not have been better done.

This was excellent and is a necessity for personnel who will be taking on greater responsibility. Indeed if the "barriers" are to be overcome, in time, only complete interaction and honesty among the people of the various components of the Agency can accomplish this.

(Comments of DDS&T members, contd.)

The participation of speakers and class members from a wide variety of Agency components was a major factor in the successes of the course; giving a better understanding of the functions and problems of all components and an appreciation for the professionalism of various types in the Agency. More participation by the students and additional components of the Agency would have made the course even better.

Not enough emphasis on relationships and problems. Many speakers were just not that candid. I came in wondering how the Agency functions; I left wondering if it functions.

Phase III: The Intelligence Community and major developments and trends in World Affairs impinging on intelligence (20 September-5 October)

(Comment of DCI Area member)

25X1A

Most of the speakers in this area were good but some could have been more forthcoming with new information. I found the trip to the Argonne Laboratory to be interesting and informative. I would delete [redacted] unless he decides to come to the point as to what he really wants.

(Comments of DDO members)

Not having heard [redacted] I feel that what he can contribute should be presented earlier in the course, perhaps right after the section on the Agency.

STATINTL

Phase III was informative to me. There did seem to be redundancy on the NSC since so many speakers worked either directly or indirectly with the NSC. The mix of subjects was excellent.

These speakers were less frank and did little to offer pre-conceived ideas of their organizations. Their views of world affairs, while interesting, were predictable.

(Comments of DDO members, contd.)

This phase brought many new dimensions to us both professionally and personally. It is probably inevitable that some portions of this phase appear disjointed and repetitious at times because of the variety of speakers and subject matter. As was noted by one class member in yesterday's discussion, there might have been more effort put into introductory material to put various speakers and trips into somewhat sharper perspective.

Believe much of the content presented was superficial and would have been made available, if at all, by written handouts. Also felt many of the presentations were not controversial, of limited intellectual value, and for the most part, could have been deleted with a consequent heavier emphasis on major topical areas, where a learning situation is created without the broad brush approach.

This review gave a clear view of where the Agency fits in the Intelligence Community, what is expected of it and how it is evaluated. It emphasized the problems of communications and direction in the Community and government as a whole and pointed out how new trends and developments affect the Agency and the Community.

I'd like to see a two-pronged approach to this block of instruction: (1) representatives of the Agency charged with dealing with the Community and (2) representatives of the Community responsible for dealing with the Agency. Let 'em fight it out, live and in color!

The presentations by IC and NSC staff members were particularly valuable. It would be useful to add speakers from major U.S. business and universities, with adequate time for discussions. Grid teams might also be recommended after this section to search for solutions to the problems of the Agency's relationship to Community and world developments.

(Comments of DDI members)

This seemed less useful. Defects--not necessarily common to all lectures--were: (1) failure to relate the problem to intelligence, the Agency, etc.; (2) an inability (mainly because of time) to go into problems in enough depth to add much to the class knowledge; (3) a tendency to present the outside speaker's agency as better than it is, to cover up problems, etc.; and (4) a lack of coherence (too strong a word) in the problem phase--i.e., jumping from economics to narcotics, to terrorists without fitting all of them into some sort of framework.

Aside from the IC and the NSC staff, most of the speakers were mediocre, the intellectual level rather low, and the substance sketchy. It is true that careful newspaper readers were already aware of many issues discussed.

Given the time limits these subjects were covered quite well. Possibly more staff level people would be helpful.

Again, somewhat more sparing on outside speakers and more internal seminar approach, supported by collateral reading.

25X1A

Not a great amount of new information for me in this segment except from people like [REDACTED] and [REDACTED]. The major impact in this segment was in revealing the problems (and challenges) for the Agency in operating in the government. On this matter, perhaps it is best that the Agency and the DCI are shackled to some extent, since we have the information and the people that give us the capability of becoming, perhaps, too powerful.

25X1A

25X1A

(Comments of DDM&S members)

This part stimulated imagination and a sense of responsibility. The problems presented a challenge to arrive at solutions and that we cannot sit back and depend on someone to solve the problems. We have to be actively involved.

(Comments of DDM&S members, contd.)

This area was almost totally new to me and I found these presentations highly informative.

This part of the course provided me with an appreciation of the problems facing our policy makers both at the Agency level and at the White House level. More lectures by critics of our actions and policies would help future mid-careerists see their roles and responsibilities more clearly. How can we improve our relationship with Congress and other agencies should be of continuing interest and attention.

This area was informative and I think will prove useful. Being midcareer in this Agency tends to make one an isolationist. We forget about the necessary contributions made to the Intelligence Community by other agencies and industry.

A State Department representative (Ambassador) should be a speaker, specifically addressing himself to the functions and problems of an State Department country Ambassador in a specific country. All State speakers were of Ambassadorial rank but did not address ambassadorial problems on a specific country.

Too many organization charts--otherwise good.

This was very interesting as general knowledge but could have been tied back into CIA a bit better. Also, we did not look at their management structures and problems, which I would have found helpful.

The Agency must maintain/develop individuals with enough guts to tell it like it is, regardless of the consequences, or we will be relegated to the status of INR or NSA as a visible, influential agency.

(Comments of DDS&T members)

Providing a broadened insight into other governmental interests and attitudes on joint problems is again a must if the community as a whole institution is to survive. This again is very appropriate and came across well.

(Comments of DDS&T members, contd.)

I realize that we are not a perfect Agency but we must be willing to accept change. Our future goals and objectives must be put down in better defined terms in order that all members of the organization can get on with the job of producing a better intelligence product.

During this phase I became restless and increasingly frustrated with speakers (in some cases, very superficial presentations) or the fact that the Agency is just one small component of a hugh inefficient, ineffectual executive arm of government.

If the course must be shortened, perhaps this is the area to take the cut. I felt most of the presentations were carefully filtered, hot air. The only field trip that I can think of that would be valuable would be to a Station.

I got the impression of an extremely complex, almost overwhelming series of problems facing the Nationaand the world in which the Agency will be expected to participate. New methods for gathering and presenting the required information to the polity makers will be required. These requirements represent a stimulating challenge for the Agency, its management and analysts. This came through in the course presentations strong and clear.

I still have no feel for what the effective relationship is between the Agency and the rest of the community. Phase III, although interesting and even entertaining in many respects just did not gel with me. On a positive note, it did generate a curiosity about the relationship which will undoubtedly lead to further study.

Other general
Comments:

(Comment of DCI Area member)

The course was excellent overall. It introduced me to areas of Agency activities and functions of the intelligence community with which I was not familiar. The quality of the speakers was very good and the course was well administered by the OTR representatives conducting it.

(Comments of DDO members)

25X1A

If what [redacted] says is true, the Midcareer Course will be irrelevant a year from now. While some treatment should be given to present problems and ways of doing things, these old ways will not suffice for the future, which should be the major concentration. If the CIA is to meet the challenges of the future, OTR must orient itself so as to present the future in all its courses. The MCC is an excellent opportunity to orient midcareer students toward the "important" problems and toward the kinds of approaches that will be needed. To examine the present in too great detail is, apparently, to waste time on very transient phenomena. Too often we are "fighting the last war" and OTR has the responsibility to overcome this orientation. In MCC #37 we are now well briefed on what reforms were made in the CIA in 1972-3, but we are not prepared to lead the reformation of 1975-6. I wrote at the end of CT Course #20 that we were well prepared to jump behind the German lines in France 1944. While much better done, MCC #37 may have the same relevance overall.

The reason for me attending the Midcareer Course was to have me become familiar with the Agency organization. I believe it has fulfilled this purpose. I would rate the DDO's presentations to be of more interest to me since it is the first time I have been exposed to the details of the DDO. Some portions of the DDS&T presentations contained too much technical details for the type of Agency orientation needed for me. In addition, it was hard to understand the organization of the DDI. This may be caused by the reorganizations which have just recently been completed. Phase III was informative and most speakers were well organized. It was interesting to learn how we interact with other government agencies. However, I did expect to hear more things that have not been published in newspapers. Phase III did seem to be too long. It was nice to break up Phase III with field trips. However, I do feel that documentary type films would have helped if some had been interspersed between speakers. In closing, this course has been enjoyable and has given me an excellent understanding of the Agency and of its role in the Intelligence Community.

In general--a very worthwhile experience and six weeks well spent.

(Comments of DDO members, contd.)

The course has greatly impressed upon me that we are living in a changing world. Energy and economic problems appear more significant to me now than they would have just by keeping current with the media and major journals. It appears obvious that the Agency is going to have to change its views and approaches to remain a significant contributor to U.S. policy. This heightened awareness of current and future problems and the need for new ideas and methods is the most significant thing I will take away from these six weeks.

Probably one of the most significant useful products of this course is the personal associations made with class members from other components/directories who can be called on, with confidence, to offer their viewpoints on various problem areas. Now that professional relationships between the various components is officially sanctioned (although in some part was common in the past) this course will become increasingly purposeful in time as additional officers attend it. Overall, this course has been very useful. It has broadened my viewpoints, stimulated interests in major topic areas outside by day-to-day working responsibilities, and has provided "food for thought" in being able to apply some of the things learned to specific objectives. However, for the most part, this course gave me the "broad brush" exposure but provided little in the way of substantive value that would help me in the short run to perform better on the job. However, it does give the course participant a useful appreciation of the problems confronted in inter-component and extra-directorate relationships. This appreciation provides a tool in by-passing the organizational barriers in attempting to maximize one's professional product (hopefully) to the betterment of the organization.

I found that this course, in a relatively short time, exposed me to a total picture of the Agency and various existing problems, something that is rarely possible to do in any other way. The exposure to, and interaction with, students from other Agency components served as a valuable tool in understanding various specialities, problems and views. Discussions and bull sessions with the students serve a very valuable purpose. It is felt that the course served its purpose of stimulating the thinking of the officers and presenting new concepts and developments.

(Comments of DDO members, contd.)

The Director charged us with applying the lessons and information learned during this course. Our success will depend upon individual effort and initiative as well as organizational receptiveness. The two are closely related, and a poor performance by one will affect the other. The outlook for a DDO midcareerist to apply most of the managerial lessons at this time would not appear to be very encouraging. Managerial responsibilities do not appear to be a characteristic of the midcareerists' job level in the DDO, and thus a real frustration develops from that part of this course. Nevertheless, the overview of the Agency, the IC and our foreign policy problems and challenges was stimulating and instructive and can make a real contribution to our new term job performances.

Entire course basically well-structured in concept and presentation. This type of course should be made available to a greater number of Agency officers. I would have liked to have more "in-depth" treatment of various managerial and substantive problems exposed during the course. A one-day seminar at the end of the course with a Deputy Director or his designee to discuss the various problems would be beneficial. I believe the trips and final section of course should be directed toward problems more directly affecting the intelligence production process. Problems such as environment and electrical power, and to some extent, exploration in space are nice to know items in a "current affairs" sense but provide little in the way of knowledge which a student can use as tool in future work. A more indepth look at the handling of requirements, making of foreign policy, relationship with congress, and the influence of both Departments of Defense and State should be treated in depth. The student really only receives a brush treatment on problems, requirements, and conditioned responses which condition his contribution to intelligence production. The students should be more involved in analysis of problems and tasked with a final paper rather than absorb in passive manner and swat at problems as they are exposed on the individuals horizons.

(Comments of DDI members)

With the changing world, government, and Agency, this course should be available to everyone about every 5-7 years. Especially I question the wisdom of giving this opportunity only to selected people. I know a lot of officers who would benefit and probably be made much more effective by this course, but who will not be selected because of the competitive aspect of selection. One of the objectives is to motivate officers, but the most highly motivated already are the ones chosen. This is the best course I have taken in OTR and it has greatly enhanced OTR in my view. Your selection of speakers and topics and your ability to organize and manage a very complicated operation such as this is recognized and appreciated. I thought the field trips were generally less valuable than the other parts of the course, in that I have difficulty in relating them very much to the objectives.

I have the feeling that more outside collateral reading would be helpful. Time should not be an issue here--there is no compunction about working late during the first three weeks. Overall, I feel I have benefited considerably from the course. My perspective definitely is broader and at the same time I feel I have a more realistic view of what can and can't be reasonably expected to occur in the Agency.

Possibly a good way to comment is to rate the course objectives on your 1-7 scale: (1) 5; (2) 6; (3) 5; (4) 6; (5) 6; (6) 5; and (7) 4. To summarize this I felt the course was very informative, interesting, relaxing and challenging. However, I feel the course could be more challenging and motivating by adding more group and individual participation. There are many ideas generated in a course such as this (some good, some not) but most will probably die. It seems that some of these could be passed on or up by group or class papers. In addition, it seems that the course should be more future oriented.

In general, the course has been excellent. It has achieved its objective in stimulating the imagination, focusing on issues and goals, and breaking down barriers. All aspects cannot be satisfying to all participants, of

(Comments of DDO members, contd.)

course, but the course was well prepared to accomplish its goals. If all Directorates thought as highly of it as the DDI, the Agency would gain more. In future courses, a bit more emphasis on philosophical and ethical issues is recommended. Evaluations of each speaker should be done next day. Use a detailed sheet sheet to get in-depth opinion: Did he cover the subject? Was he candid? Did he bore or enthrall the audience? And so on. After some time passes, the speakers tend to blur together; the evaluation should be made while recollection is still sharp. (The same goes for the special activities).

Most speakers should have given shorter talks and devoted more time for questions. Panel discussion were better than regular speakers. Discussion periods--if possible--should be scheduled so that topics likely to generate discussion will have more time than others. This would be difficult to gauge, but presumably it could be predicted that Andy Marshall would lead to more discussion than Adm. Weinel. Speakers should focus more on problems than on mechanics and organization. E.g., it is more useful and interesting to know what ELINT is trying to do, why it is doing it and how well it is succeeding than to know how many sites it has and where they are. Probably impossible to do, but in several those lecturers who were not at the head of their office seemed to level more with the group. (The DDs were an exception). Lower level speakers might be better.

(Comments of DDM&S members)

This course has been one of the most enlightening, encouraging and productive on any I have ever attended. The presentations of the individual class members were interesting and possibly gave as much or more insight into the Agency components as did the official presentations.

25X1A

My own personal complaint about the course is that I think three weeks [REDACTED] is a little too much. Perhaps it could be broken up or cut down. I found that almost all of the students were looking forward to the last day as some sort of goal. The stay there could be much more pleasant if it were for a shorter period of time. Students should look forward to their stay [REDACTED] not their return to headquarters. A lack of planned entertainment in the evenings was also a problem. I wouldn't know what to suggest, but the only entertainment was 2 lousy movies in three weeks of work.

25X1A

(Comments of DDM&S members, contd.)

I firmly believe that this course accomplished its goals. I now have a clearer picture of not only the Agency's activities but its position in the Intelligence Community. This will certainly help me in the performance of my individual duties. If any criticism is needed, it is in the area of supplemental information. More information in the form of hand-outs or class discussions prior to the speaker should be given to better prepare the class for the particular speaker on tour. For example, more information on the structure of NSA or the nuclear energy conversion process would have been extremely helpful prior to these sessions.

As an M&S careerist, I am rarely ever exposed (on the level that I was) to the seriousness of the problems facing our country, government and Agency. I truly enjoyed the course, at times fascinated, informed and shocked. You did accomplish your objectives. I personally feel I'll be a better manager for having attended MCC #37/ Hats off to the OTR-- [REDACTED] and [REDACTED] They did an especially tremendous job in organizing the course.

25X1A

A cliche' list should be maintained by the instructor and provided to each speaker so that he will know that certain "new" catch phrases or "current" gimmicks have in fact been presented to the course by many previous speakers. For example, in this course we heard many, many times about the effect on programs, personnel, etc. of a zero increase budget. Nothing wrong in that, but each speaker thought he was the first to reveal the idea. Otherwise an excellent course from which I derived a great deal. Much appreciate the work of the OTR reps.

25X1A
25X1A

[REDACTED] made a good suggestion by recommending speakers such as [REDACTED] be placed first to excite and challenge our thinking at the outset.

The Managerial Grid Program should be accelerated. With an objective of having "management" down to the first line supervisors, regardless of grade, complete the grid in months/years. OTR should resist requests to make exceptions and accept people over 40 as mid-careerists. RHIP can have an adverse affect on the candor expressed in the class and also the long-range benefits of having younger employees attend are evident.

(Comments of DDM&S members, contd.)

Overall, I considered the Grid and Midcareer Course to be the most beneficial Agency course I have ever received. The opportunity to gain insight into managerial styles and concepts (Grid) and survey and familiarization with the jobs and problems of other components will, I feel, make me a more productive and effective Agency employee. With appreciation of the total Agency mission and how other components operate, I will be better able to assist in achieving the correct goal of "one Agency." Coming from a rather tight, compartmented component, I found something to be learned from all speakers and the well-planned field trips (I was pleasantly surprised by the relevancy (energy crisis) and timeliness (sky lab astronaut return) of Huntsville and Joliet. I would suggest a Pentagon briefing at Pentagon and some congressional representation in course (field trip to Capitol or congressional speaker at Headquarters).

25X1A

Two weeks [REDACTED] should be kept [REDACTED]. The isolation is good in affording opportunity for informal after hours interaction and discussion between and among class members. Overall, I thought the course was well-structured and administered by the OTR reps. Morning "reviews" of speakers were beneficial and should be retained.

25X1A

(Comments of DDS&T members)

The overall course was well-organized and presented, which is a compliment to OTR and especially the co-ordinators. In the changing environment of organizations, objectives and career goals this course was especially appropriate. Not only did the student interaction provide a realization that everyone has similar problems but the speakers from the various organizations appeared to indicate similar problems. Except for a few speakers referred to in other critiques the MCC was well-structured and attained the goals for which it was structured as far as interaction and broader insights. The future effect on the Agency remains to be seen.

I noticed a very high percentage of chain smokers and nail biters in the class. Perhaps this is typical of mid-career types throughout the population, but it might be valuable for OMS to examine pressures at this level as well as on senior personnel.

(Comments of DDS&T members, contd.)

This is by far the best course I have ever attended. I think this type of course should be given after five to seven years of service and not wait till the ten to twelve year segment comes up in one's career. I am going to suggest to my own management staff that we should attempt to obtain more slots. The size of the course may have to be increased but I would rather see it increased than cut back due to lack of funds or OTR training folks. Great course--keep up the good work.

Take as much of course away from Farm as possible. Many class members are on TDY quite a bit during regular jobs and it seems too taxing to add additional "away from home" time if it isn't absolutely necessary. The Farm may be a change of routine for some who never go anywhere, but for most, it is a divisive element as far as our families are concerned. Try, if humanly possible, to get away from sit-down lectures with slides and viewgraphs. Encourage innovative approaches to information dissemination. One stated objective was to remotivate officers--seems to me course may do the opposite with huge emphasis on intelligence collection and production process and very little on identifying, supporting, motivating, managing, rewarding the human resources so necessary to achieve production. Seems that course rides on a 9,1 ethic when we have just learned of the 9,9 ideal.

The wrap-up presentation by [REDACTED] was very appropriate and well-done. If the Grid is dropped from the Midcareer Course, feel it should be replaced by some team-type, management-problems sessions. I feel the suggestion for more class member participation/subject research/self-instruction in the subject matter of the guest speakers would be valuable. Would suggest that more of the tours, particularly in-house, be handled in the IAS style, i.e., small groups or one-on-one student to analysts presentations.

25X1A

Along with the problems of energy and drugs, time should be spent on the "problem" of the military and military industrial complex. The time allotted to [REDACTED] would be better spent on that. Generally enjoyable and well-spent six weeks. You must do something about the NSA presentation. OSI presentation tended to be poor. FBI needs help. [REDACTED] NSC was the best speaker.

25X1A

25X1A

[REDACTED] was good.

25X1A

25X1A

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